

STATINTL

1 September 1976

MEMORANDUM FOR: [REDACTED]

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C/MAS

FROM :

[REDACTED]
Acting Chief, Information Systems Analysis

In case you are ever looking for filler material for the Exchange, you may wish to consider the following from the Journal of Systems Management, August 1976.

"Everyone recognizes that communications is not just memos, reports, cables, telephone conversations and interviews. It is the action of people talking, listening, seeing, feeling, and reacting to each other, their experiences and their environment. (People in the service business must have the ability to communicate both to the user of the service and the manager of the total operation).

"Mr. J. H. Drake, Vice President Engineering and Construction, Southern California Edison, Company, listed the following hallmarks of open communication:

1. Direct communication across organizational boundaries which resolves conflicts and problems constructively, with a minimum of memoranda.
2. Communication between an individual and his supervisor when a problem first appears, made with the objective of getting assistance, and a management that 'knows what's going on.'
3. A climate which values feelings and their appropriate expression and where all know where they stand..."

I didn't list the indicators of a "closed climate of communication" because it's best to dwell on the positive.

[REDACTED]
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